



Lambeth &
Southwark
HOUSING ASSOCIATION



Board Member

Recruitment Pack
September 2023



020 7620 3048

rec@thehousingexecutive.com

www.thehousingexecutive.com

Re: Board Member, Lambeth & Southwark Housing Association

Thank you for requesting information about this exciting role. As consultants to Lambeth & Southwark Housing Association, The Housing Executive aim to provide you with comprehensive information to enable you to structure your application.

Recruitment Timetable & Process:

Closing Date: 10.00 am Monday 16th October 2023

First Interview: Friday 27th October 2023

Final Interview: Tuesday 7th November 2023

- First Panel Interviews will be conducted via Teams.
- Final interviews with Lambeth & Southwark HA will be held at their offices: 21 Claylands Place, London SW8 1NL.

To Apply:

Please provide a **CV** (no more than 3 sides A4) together with a **Supporting Statement** and complete the confidential **Monitoring Form**. You can download a monitoring form by clicking [here](#).

The supporting statement should demonstrate your suitability for the role and address the key elements of the person specification enclosed in this pack. Please ensure you provide evidence, with recent examples, of your experience.

Send your application (CV/Statement/Monitoring Form) by **10.00 am on Monday 16th October 2023:**

By email to: rec@thehousingexecutive.com

ALL applications will be acknowledged by email or telephone within 24 hours.

If you would like to discuss any aspect of this post or the process, in confidence, please call Tony Clark or Julie Kellaway, Directors at The Housing Executive, on **020 7620 3048**.

We look forward to receiving your application.

Letter from the LSHA Chair

Thank you for taking the time to find out more about the Board Member roles at Lambeth and Southwark Housing Association (LSHA). LSHA was incorporated in 1927 and we look forward to celebrating our centenary in 2027. We have remained true to our origins of focusing on the housing needs of people in need of good quality affordable homes.

We are a small organisation, but we do not lack ambition. We have maintained an active development programme over many years, and we are a GLA investment partner. These are difficult times for our sector but the team at LSHA relishes a challenge and we are determined to remain financially strong, deliver a high quality of service to our residents and continue to grow to provide more, much needed, affordable homes.



Delia Beddis, Chair

Our Board is committed to an exciting new period of development, including the delivery of 30 new affordable rented properties in an airspace development (currently on site and due for completion soon), as well as community investment. We have begun to examine the requirements to improve the sustainability of our housing stock and move toward the target of net zero carbon emissions and reducing fuel poverty for our tenants.

Personally, I have been with LSHA since 2016, initially as a Board Member and subsequently as Chair since 2021. In line with the NHF Code of Governance, I along with two Board Members, Howard Webber and Danny Friedman will be standing down from the Board at our AGM in March 2024. We have all very much enjoyed working with LSHA over the past eight to nine years and have great confidence in the team and Board to continue the organisation's work.

We are looking for committed individuals, with strong leadership skills who understand the needs of small organisations and will be passionate about our work. The Board remains ambitious for our future, not just growth but also with regards to social and environmental impact. If you are interested in joining us and helping to shape our future, then we look forward to receiving an application from you.



About Lambeth & Southwark Housing Association

LSHA is a community-based organisation that provides homes and housing services to a diverse population across three South London boroughs. People are referred to us for housing by the local authorities and by organisations for those in housing need. We own and manage about 320 homes serving diverse communities old and new. We have ten staff and have long standing relationship with a number of external partners who provide our development, legal and technical services support. We are defined by our vision to work for better housing.

OUR MISSION:

To work collaboratively with our residents and partners, to provide homes and services we can be proud of and create communities where people feel safe and happy to live.

VALUES:

- | | |
|------------------------|---|
| CUSTOMER DRIVEN | We know our residents and we listen, consult and engage with them to ensure they are at the heart of everything we do and feel empowered to lead the best lives they can. |
| OWNERSHIP | We 'do the right thing' for our customers and colleagues. When taking difficult actions, we are balanced, thoughtful and compassionate. |
| INCLUSIVE | We celebrate and draw strength from our differences. We build mutually beneficial long-term relationships and respect with our customers, staff and other stakeholders. |
| ACCOUNTABILITY | We are open and transparent and work collaboratively taking both personal and collective ownership for delivering actions and results. |
| CREATIVITY | We embrace innovation and new ideas to help us achieve excellence. We are ambitious for our association; |

Our strength comes from our size and our 'one team' approach - we serve local communities and create good neighbourhoods where people are happy to live. We pride ourselves in providing quality homes at genuinely affordable rents. The value for money we offer for rents is amongst the highest within our peers.

Our aims shape our work and are summarised below:

- Provide the best service possible for our tenants;
- Encourage tenants to engage with us in an open and transparent organisation;
- Work to create good neighbourhoods where people want to live;
- Address London's housing shortage by developing new homes;
- Keep the association in good financial health;
- Ensure sound governance;
- Gain the maximum benefit from working with partners; and
- Innovate and refresh ourselves as an organisation.

GOVERNANCE:

We have a very strong Board from across a broad range of disciplines who understand their role to provide the strategic direction of LSHA. They are also happy to provide the senior management support on a more practical level with advice and support if requested.

OUR FINANCES:

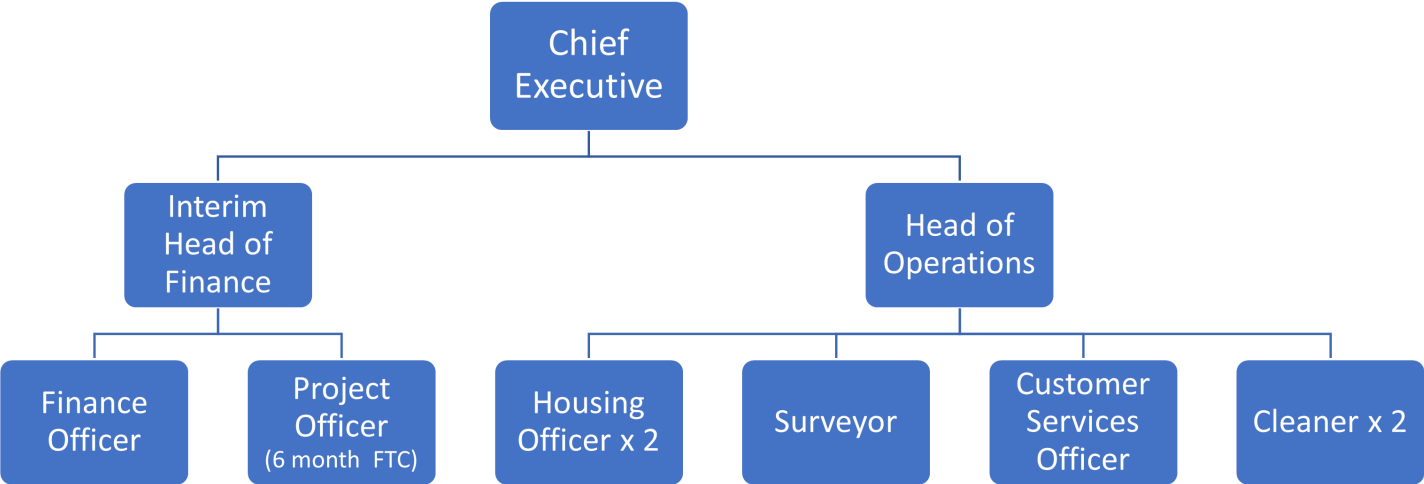
LSHA are a financially sound small association with a turnover of £2.5m, £25m of assets and an active development programme. We have a desire to grow in a sustainable way, alongside maintaining and investing in our existing properties.

OUR DEVELOPMENT ASPIRATIONS

Our first commitment has always been to existing tenants and investment in our existing stock but we do have an active development programme. Over the last ten years we have developed over 70 homes and due to receive handover of 30 modular airspace flats in Autumn 2023. That represents a 30% increase in our stock size.



Staff Structure



Board Members Profiles



Delia Beddis, Chair (Planning and Development Consultant) Standing down March 2024

Delia has over sixteen years' experience in the property, regeneration and finance sectors. Delia currently works as an advisor supporting Local Authorities, developers and Registered Providers to deliver complex regeneration schemes across the UK. She has been a Board Member at LSHA since 2015 prior to becoming Chair in 2021, and has also held Non Executive roles on the Boards of non-profit making organisations focused on delivering affordable and supported housing.



Danny Friedman, Vice Chair & Chair of the Development Committee (Housing & social policy research director) Standing down March 2024.

Danny Friedman has a forty year career working in housing advice agencies, housing associations, local authorities, representative bodies and social research firms. This included a period as Head of Research and Director of Policy at the National Housing Federation. He now runs his own research network. He is a member of the Chartered Institute of Housing, and the Housing Studies Association.



Veronica Lindsay, Chair of the Audit & Risk Committee (Housing Finance Director)

Veronica's career in Social Housing spans over 20 years, working with larger registered providers including: East Thames Housing Group, Clarion and Wandle; as well as smaller RPs holding the post of Finance Director at Ekaya Housing Association and is currently Head of Finance & IT at Hornsey Housing Trust, and is also a Finance Co-optee for Spark Inside.



Howard Webber (Retired civil servant) Standing down March 2024.

Howard had a career in the public sector, including spells in the Home Office and Cabinet Office and Arts Council, and as CEO of the Criminal Injuries Compensation Authority and of Postwatch. He has degrees from Birmingham, Harvard and London Universities and has a number of non-executive roles alongside chairing LSHA.



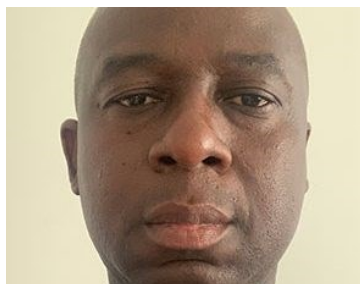
James Cross (Local authority development manager)

James is currently a Development Manager at the London Borough of Tower Hamlets, delivering a portfolio of new homes, one the largest local authority new-build programmes in the country. James has 15 years experience in the social housing and homelessness field, beginning in the voluntary sector at the 999 Club trust in Deptford.



Sandra Ferguson (Independent trainer and community involvement specialist)

Sandra was Metropolitan's Head of Communities and Regeneration where she raised nearly £2m to deliver a wide range of socio-economic programmes. This included delivering an innovative social enterprise programme to improve involvement and access to employment, education, and financial inclusion services. Since 2014 she has been a consultant and trainer in community regeneration.



Nicholas Arthur (Housing and asset management specialist)

Nicholas has been an operations & strategic leader for nearly 23 years working across various areas in housing including regeneration, housings and asset management, community investment & community safety.



Rachel Askew (Development Consultant)

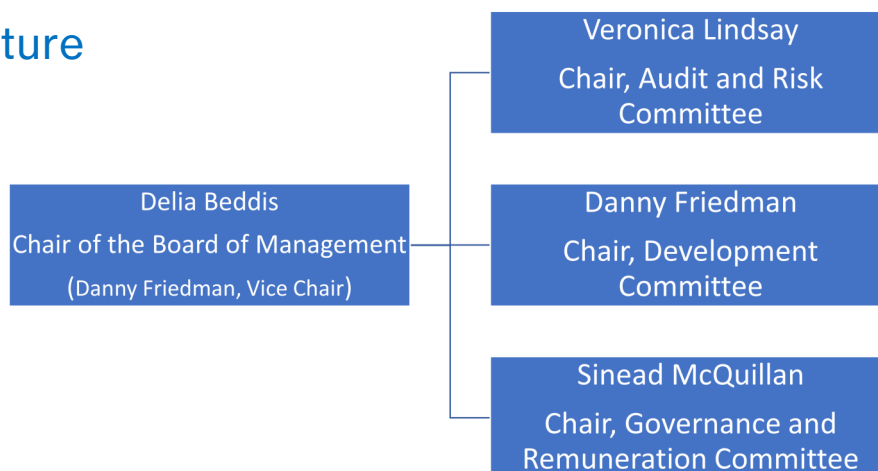
Rachel is a Development Consultant who has worked in housing for over nine years. Rachel started her career in housing on a graduate scheme at Lewisham Homes, following the completion of a BSc Psychology degree at University College London. Since then Rachel has held a variety of roles in the sector within development, asset management and major works for both Local Authorities and ALMOs.



Sinead McQuillan, Chair of the Governance & Remuneration Committee (Governance Specialist)

Sinead is a qualified Company Secretary with over 30 years' experience in a range of governance roles in a variety of not for profit organisations including housing providers, the housing regulator and the National Housing Federation. She also has experience of other sectors including Higher Education, Skills and Pensions. She has previous non-exec experience as a board member and Chair of Innisfree Housing Association. She is currently the Company Secretary of Be First Regeneration Ltd a subsidiary of LB Barking & Dagenham.

Governance Structure



Board Member Role Profile

Remuneration: Unremunerated, but expenses will be paid

Terms of Office: The maximum term of appointment will normally be 6 years with the requirement for re-election, subject to satisfactory performance, after three years.

Time Commitment: Approximately 0.5 -1 day per month.

Overall purpose

- To provide appropriate oversight, governance and leadership of LSHA in pursuit of its strategic aims, and to add value to the organisation by contributing experience, expertise and insight.
- To scrutinise the performance of the organisation in meeting agreed goals and objectives and monitor the reporting of performance.
- To oversee the integrity of financial and other information, and to ensure that financial quality controls and systems of risk management are robust and defensible.

Principal Responsibilities and Obligations

- To act in the best interests of LSHA always.
- To uphold and promote the core policies, purpose, values and objectives of the association and proactively develop an understanding of the organisation's strategic context to facilitate this.
- Take part in setting and reviewing the association's strategy, aims and objectives.
- Be accountable to tenants for service delivery and ensure that insight into the views and needs of the organisation's customers are used to inform decisions.
- To uphold principles of good governance such as high ethical standards, accountability, customer first approach, openness, diversity and inclusion, review and renewal, clarity, control and effective structures.
- Contribute to and share responsibility for, the Board's decisions.
- Prepare for meetings, training sessions and other events by reading papers and, where necessary seeking clarification in advance.
- Attend Board meetings, Board Away Days and any Committees actively participating in meetings and task groups.
- Represent the Association on occasion at external events.
- Attend induction, training and performance appraisal meetings, an annual Board strategic event and other such sessions or events as are reasonably required.
- Declare any relevant interests and respect confidentiality of information.
- Uphold and comply with the NHF Code of Governance, organisational values and any other codes of conduct, standards or similar.
- Uphold and comply with the Association's policies and procedures including standing orders and financial regulations.
- Understand the constitutional and legislative framework of the Association and act within its powers.

Board Member Person Specification

Knowledge and Experience

- The successful candidates will have experience and skills in **one or more** of the following areas. At this time, we are particularly looking for skills highlighted in bold.
 - ♦ Strategic planning
 - ♦ Risk management
 - ♦ **Financial Management**
 - ♦ **Customer Service/insight**
 - ♦ Change management / organisational development
 - ♦ Performance management
 - ♦ Business development
 - ♦ **HR**
 - ♦ Governance and Law
 - ♦ Housing Management
 - ♦ **Asset management**
 - ♦ Development and procurement
 - ♦ **ICT/digital transformation**
 - ♦ Communications/Social Media
- Experience of operating as a Board Member or a strong and demonstrable ability to do so with training and support.
- An active interest in social housing and a willingness to learn and develop in this field.
- Knowledge of the London Boroughs that we operate in would be desirable.

Skills and Abilities

- Proven ability to work effectively as part of a team that makes collective strategic decisions.
- Possess excellent communication and decision-making skills with the ability to challenge constructively.
- Well-organised, manages time well and able to assimilate and comment on complex information and reports.
- Ability to develop and maintain relationships with the Chair, Board Members, Chief Executive and employees of LSHA.
- Demonstrates a strong commitment to equality, diversity and inclusion.
- An understanding of the role of the Board, and willingness to accept statutory duties, responsibilities and liabilities of Board Membership in a registered provider.

Style and Behaviours

- Acts with integrity, actively promotes and support the values, ethos and aims of LSHA Homes and the services it provides and committed to the values of accountability, openness, and transparency.
- Demonstrates the highest standards of ethical behaviour and is positive, solutions focused and constructive in their approach to the role of the Board.

- Self-managing, taking responsibility for own behaviour and development.
- Committed and adaptable, and with sufficient time to undertake the role responsibilities.
- A passion for great customer service for our residents.

Eligibility

Board members must not have a conflict or duality of interest which could jeopardise their ability to act always in the best interests of the organisation. The following will mean that a person is not eligible for appointment. If,

- they are disqualified from acting as a company director, charity trustee or Board member for any reason; or
- they have been convicted of an indictable offence which is not, or cannot be, spent; or
- they are an undischarged bankrupt; or
- they are in compositions or arrangements with creditors from which they have not been discharged.

If in doubt, please check with HMRC.

Board Member Time Commitment

Board currently meets six times a year:

- quarterly board meetings (normally commencing at 6pm);
- Annual General Meeting;
- One Board Away Day

In addition, Board members may be expected to:

- attend various stakeholder events and activities;
- attend a minimum of one scheme visit per annum (in addition to any arranged in the margins of board meetings or away-days);
- be members of a panel that hears, and adjudicates on, tenants' complaints at the final appeal stage;
- participate in collective and individual board appraisals;
- participate in collective and personal training and development;
- complete an induction programme within six months of appointment

Board members are also expected to join a committee and may be required to get involved in project specific, time-limited task and finish groups.

Board and Committee Meetings Dates 2023/24

Board meetings are usually held on Teams with the aim to hold two meetings in person per year. Meetings begin at 6:00pm unless otherwise advised.

Board

Wednesday 25th October 2023 Board

Wednesday 24th January 2024 Board

Wednesday 13th March 2024 AGM

Provisional dates for future meeting to be agreed at the October Board Meeting:

Saturday 8th June 2024 Away day

Wednesday 24th July 2024 Board

Wednesday 6th November 2024 Board

Wednesday 29th January 2025 Board

Wednesday 12th March 2025 AGM

Audit & Risk Committee

Tuesday 26th September 2023

Governance & Remuneration Committee

TBA at October Board Meeting

Development Committee

Meetings to be convened as and when necessary

